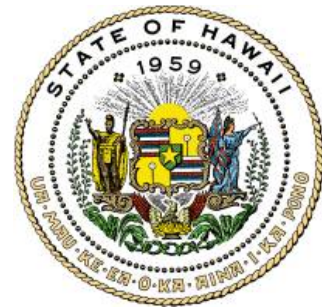


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# Office of Youth Services

## Program Development Office

State of Hawai'i  
Department of Human Services



# Strategic Plan

## 2008 – 2013

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*E komo mai e na pua, a o keia `aina nani.*

*O children, do come in, you are all of this land.*



# OFFICE OF YOUTH SERVICES – WHO WE ARE . . .

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## We advance our mission of . . .

providing support to communities to ensure the right service, for the right child, at the right time, in the right way to enrich and enhance the lives of youth and to deter them from the juvenile justice system;

## and seek to . . .

build a Hawai`i where youth have abundant opportunities to be safe, healthy, responsible, loved, and supported by their families and communities;

## by supporting . . .

nonprofit service providers, community-based organizations, and public agencies working to develop a strong continuum of youth services in all communities across the islands of Hawai`i;

## through . . .

- *planning* – effective coordination of community-based planning efforts for the continuum of youth services among government, private, and community stakeholders;
- *policy development* – development and advancement of a sound youth policy agenda at the legislative, administrative, and community practice levels; and
- *funding and technical assistance* – strategic investments of funding and technical assistance to sustain and strengthen the support system for youth;

## and emphasizing our unique assets of . . .

- our legislative mandate to serve Hawai`i's youth and our strategic position within state government;
- a funding base that allows us to provide funding support and leverage other resources and partnerships to strengthen and sustain the continuum of services for youth;
- a network of supporters and community-based youth service providers across the state; and
- access to local and national data and expertise to encourage innovations in youth services.

## We are sustained by . . .

- the network of organizations and community groups that work to support the youth in their communities;
- the base of funding support provided by the legislature and federal agencies; and
- our expert and experienced staff who are dedicated to serving youth through strategic partnerships and collaborative efforts with communities across Hawai`i.

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# I. OYS DIRECTOR'S MESSAGE

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Aloha Friends of OYS!

The Office of Youth Services is blessed with a talented and experienced staff that has worked over the years to strengthen the continuum of support for Hawai'i's youth. They are dedicated individuals who are creating opportunities for youth to succeed and own their success. They aspire to shaping a Hawai'i that truly celebrates our youth – their gifts and their role in building a strong future for our communities across the islands.

This dream is shared with a network of youth-serving agencies and community-based organizations. Our partners have focused on ensuring that our youth have strong anchors in their lives – people who support them, who are there for them, and who the youth can trust and entrust themselves to.

The power and impact of these community-based initiatives launched us on a journey in 2006 and 2007 to explore ways to strengthen these partnerships and lay the foundation for a community-centered approach to youth services. We immersed ourselves in the experience and context of community – their successes and challenges. We looked at lessons learned from national and local initiatives. We reflected on our own previous and current approaches and practices.

Finally, we identified the most strategic ways to leverage our limited resources to build and sustain a system of support to help strengthen community capacity and resiliency to address youth issues. We believe that this approach will help to nurture the trust and cooperation needed between communities and the network of government and private agencies to effectively serve youth and families. Our strategic plan lays out how we intend to accomplish this.

We hope our plan will inspire you to join us and the statewide network of agencies and community-based organizations serving our youth as we fight for meaningful policies and resources that ensure the voice of Hawai'i's youth are heard and acted on. Come work with us to support our youth as they shape their own future and the future of this special place, Hawai'i.

Me ke aloha pumehana,

Martha Torney  
Executive Director  
Office of Youth Services



## II. INTRODUCTION

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### A. Overview of the Office of Youth Services

The Office of Youth Services (OYS) was established by the Legislature in 1989 and administratively placed within the State of Hawai'i Department of Human Services (DHS). We support and coordinate a continuum of services and programs for youth-at-risk to prevent delinquency and reduce the incidence of recidivism. OYS works to support Hawai'i's youth through programs and services in areas ranging from

prevention to incarceration to aftercare. Our intent is to establish a clear sense of responsibility, quality, and accountability for all youth services to benefit and nurture Hawai'i's youth.

**Our mission is to provide support to communities to ensure the right service, for the right child, at the right time, in the right way to enrich and enhance the lives of youth and to deter them from the juvenile justice system.**

Inherent in our mission is the understanding that communities play a critical role in shaping the lives of Hawai'i's youth. We believe that this consideration is essential as we work along side community members, other public agencies, and youth service providers.

**Our vision is a Hawai'i where youth have abundant opportunities to be safe, healthy, responsible, loved, and supported by their families and communities.**

### B. A Community-Centered Approach to Youth Services

Children grow up in the context of families and communities, not in isolated programs and classrooms. As the African proverb goes, "it takes a village to raise a child". Thus, to nurture our youth to be resilient, productive, and contributing members of their community, it will take a range of supports and opportunities from families, communities, institutions, and organizations.

Understanding this, OYS has chosen to take a community-centered approach to

address the issues that underlie Hawai`i statistics (2007 *Kids Count Data Book: State Profiles In Child Well-Being*, Annie E. Casey Foundation, 2007) such as:

- 34% of our children live in families where no parent had full time, year-round employment.
- 7.7% of young adults not working or attending school.
- 13% of our children live in poverty.
- Youth represented 26.3% of index crime arrests (murder, rape, robbery, aggravated, assault, burglary, larceny, motor vehicle theft, and arson).

The fate of Hawai`i's children is shaped by the quality of life in the communities they live in. How each flourishes is dependent on the other. Thus, community-building can provide a holistic approach to supporting youth and addressing the underlying issues to youth violence and other high risk behaviors.

### **C. Learning From Community Experiences**

To better understand this strategy and its application to OYS, staff engaged in a series of site visits and technical support sessions during 2006 – 2007. This capacity-building effort was intended to explore how communities have worked to use cultural metaphors and the deeply held local values of `ohana (*family*) and laulima (*shared work*) to support youth in their communities. The experience provided examples of community-driven approaches to “youth development” put into practice. We learned about what contributes to and what gets in the way of these community-based efforts. We were also able to bolster existing and forge new relationships in communities to strengthen the continuum of youth services.

The resulting values-based approaches from these engagements with grass-roots organizations, local youth, and technical experts, provide the underpinning of our strategic plan. We have seen how local residents have galvanized themselves into a powerful force to ignite and sustain community change for children and youth. We expect to contribute in a meaningful and appropriate way to help build the capacity of communities to be equal partners with the public and private sectors in supporting and nurturing *nā kamali`i O Hawai`i*.

*“It’s inspiring  
to not only see  
community  
residents with  
the vision to  
help youth in  
their  
community  
but who have  
the long term  
commitment  
to see it to  
fruition and  
to sustain it.”*

*OYS Staff Reflections on  
Community-Based Youth  
Development*



### III. OUR STRATEGIC GOALS

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We will capitalize on our core competencies and strengths to establish the partnerships, policies, and resources necessary to support Hawai'i's youth through a strengthened and sustainable continuum of youth services.

These core competencies include:

- OYS' mandated role in **planning** for the continuum;
- its strategic position to affect sound **policy**; and
- its role as **funder** and **capacity builder**.

#### *Goal I*

***Planning for the Continuum of Youth Services – Strengthen and sustain the continuum of youth services in Hawai'i by providing effective coordination and support of community-based planning efforts.***

By enhancing our role in community-based planning efforts, we will increase coordination, collaboration, and synergy between multiple and diverse youth planning efforts that occur at the community, public, and private sector levels. Our planning activities will shape our work to affect systems change through effective policy; strengthen community voice, including the voice of youth themselves; build community capacity for collective action and impact; develop strategic partnerships and alliances; and raise youth development to the forefront of public consciousness.

**Subgoal A. *Coordinated & Collaborative Planning Efforts*** – Build strategic partnerships and alliances to ensure coordinated, collaborative, and regular planning efforts among government agencies, youth service providers, and community stakeholders, including youth.

**We will accomplish this by . . .**

- developing and deepening processes, relationships, and systems between and among government agencies, community organizations, and youth themselves.
- increasing support for community-based planning efforts that lead to collective action around neighborhood, community, and region-specific youth issues.

**Subgoal B. *Sound & Accurate Information Base for Planning*** – Ensure community-based planning efforts are founded on sound and accurate information.

**We will accomplish this by . . .**

- increasing OYS' capacity to gather, analyze, and disseminate information in a timely and relevant fashion to support community-based youth planning efforts.
- designing and implementing an effective evidence-based evaluation framework.

**Subgoal C.** *Support at the High End of the Youth Offender Spectrum* – Strengthen services at the high end of the youth offender spectrum through increased community-based partnerships and strategies.

**We will accomplish this by . . .**

- increasing planning efforts with existing and new providers to coordinate community integrated services at the high end of the youth offender spectrum.
- improving communication and coordination between large service providers and grassroots community-based groups to assist in tracking youth in the system.
- increasing opportunities for coordinated and collaborative efforts between Program Development Office (PDO) and Hawai'i Youth Correctional Facility (HYCF) staff.

## **Goal II**

**Advancing a Youth Policy Agenda – Develop and advance a youth policy agenda that ensures a strong comprehensive system of support for youth.**

A part of OYS' legislative mandate is to be a proactive force in shaping effective youth policies. With our history in working with service providers and communities across the islands, we have the knowledge base, capacity, and networks to effectively convene meaningful, effective, and on-going public discourse around critical policy issues affecting youth. Part of our role is to encourage vocal advocates who can change public opinion, increase public will, and, ultimately, change public and private policies.

**Subgoal A.** *Coordinated Support for a Youth Policy Agenda* – Ensure that initiatives to develop and advance a youth policy agenda are the result of collaborative and coordinated

*“With a clear vision and dedication to that vision, change can truly happen on a grand scale – and not just positive change but sustainability through community commitment.”*

*OYS Staff Reflections on  
Community-Based Youth  
Development*

efforts among public, private, and community stakeholders, including youth.

**We will accomplish this by . . .**

- establishing an on-going process for developing and advancing a “youth policy agenda” that effectively involves public and community stakeholders, including youth.
- increasing awareness and understanding of youth policy issues among public policy makers and administrators through improved communication and information-sharing methods and strategies.
- strengthening the Juvenile Justice State Advisory Committee (JJSAC) as a vehicle to advocate for desirable policies, programs, and resources.

**Subgoal B. Information & Research Based Policy Development** – Strengthen OYS’ capacity to develop and apply a solid base of up-to-date and accurate information and research to develop youth policy.

**We will accomplish this by . . .**

- expanding systems to assess and analyze current databases and evaluation models.
- increasing capacity to gather, analyze, and distribute locally and nationally-generated data to inform youth policy development efforts.

## **Goal III** *Investing Funds & Technical Support in Youth Development* – **Make strategic investments of funding and technical support in community-based efforts to strengthen and sustain the spectrum of youth services in Hawai‘i.**

OYS will use its strength and strategic position as a funder and broker of technical support to build the capacity of government, private, and community sectors to mobilize commitment, resources, and skills in order to address community problems and opportunities. Through our investments of funding and technical assistance to service providers and community-based groups, we will be able to better:

- push on priorities identified through our analysis of relevant information and our broad-based planning efforts;
- encourage the development and maintenance of services that fill gaps in the continuum of services, especially for high-at-risk youth; and
- nurture innovative community based approaches that are relevant to community context and cultural perspectives.

**Subgoal A. Investments Responsive to Community** – provide on-going assessments of priority community concerns and opportunities to ensure that funding and technical support investments are responsive and effectively help to leverage community assets.

**We will accomplish this by . . .**

- improving systems and methods for collecting and analyzing data and information from service providers and community stakeholders to guide development of funding priorities.
- developing OYS' funding and contract monitoring processes and systems as an integral component to its on-going community assessment efforts.

**Subgoal B. *Alternative Funding Opportunities & Partnerships*** – Increase alternative funding opportunities and partnerships to maintain the full continuum of care for youth.

**We will accomplish this by . . .**

- leveraging OYS' funding resources through creative joint funding and partnership opportunities.
- developing a viable and sustainable overall plan for expanding OYS' funding base through alternative and diverse funding strategies.

**Subgoal C. *Training & Technical Support to Strengthen the Continuum of Youth Services*** – Develop and implement a comprehensive strategy of training and technical support to increase OYS' capacity and the capacity of youth serving community-based and other partner organizations.

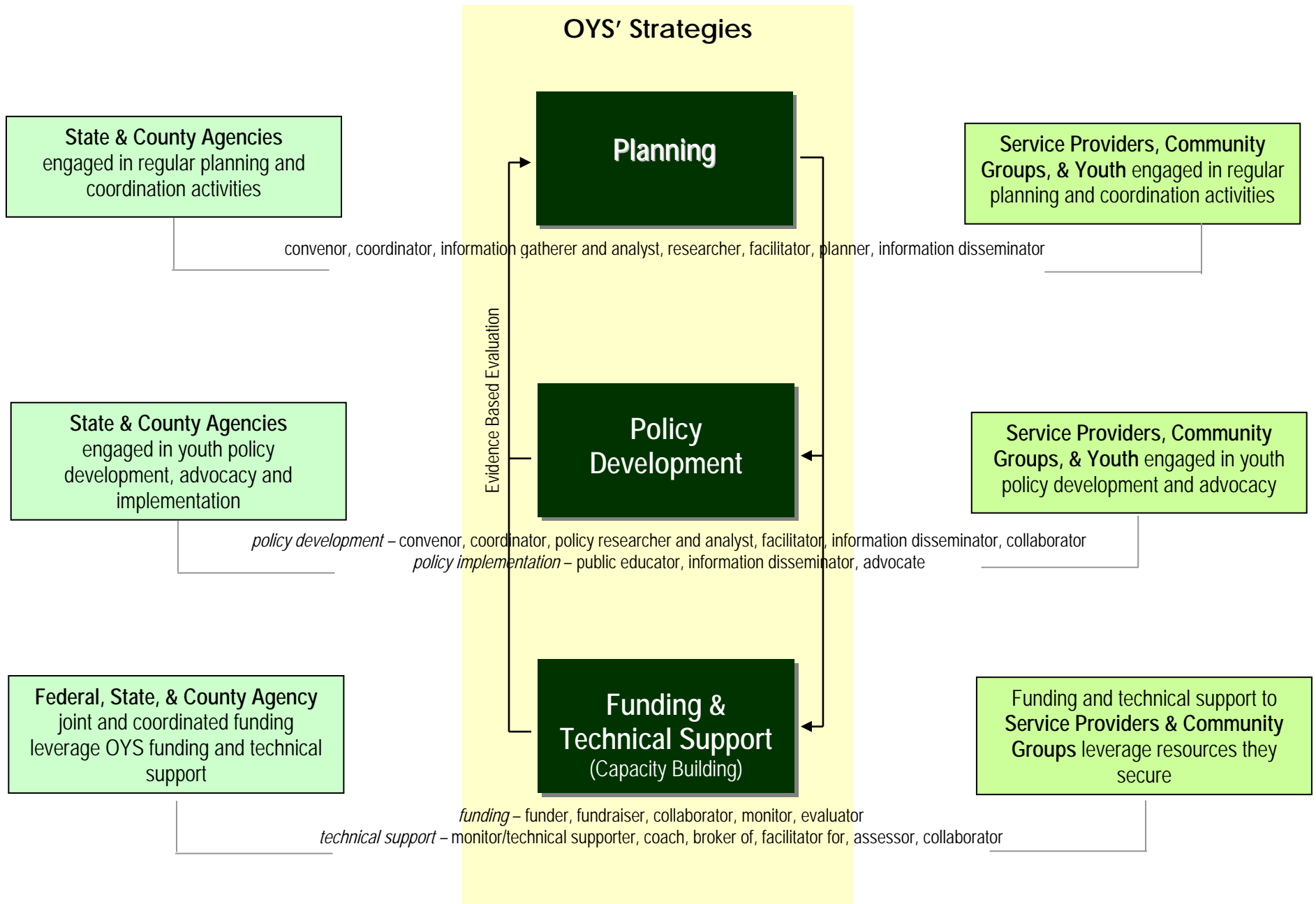
**We will accomplish this by . . .**

- establishing an on-going staff development program, including building the capacity of staff to coach and navigate stakeholders through government processes and provide technical support when appropriate.
- developing regular opportunities for the exchange of information, ideas, and innovations in youth services delivery.
- providing and/or brokering training and technical assistance to increase the capacity of communities, organizations, and local agencies.
- developing cross-trainings and exchanges between agencies.

*“In any community-based planning effort for youth, it is important that we understand, embrace, and address a community’s history, culture, and how they approach change.*

*OYS Staff Reflections on  
Community-Based Youth  
Development*

## Overview of Strategies & Roles



## IV. OUR OPPORTUNITY FOR IMPACT

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We will implement our community-centered approach to strengthen the continuum of services for Hawai'i's youth in order to affect the following community impacts:

### Impact On Our Youth . . .

- *Loving relationships* – more holistic approaches that are based on loving relationships that support youth well-being.
- *Reductions in delinquency* – greater self-identity, self-discovery, and problem solving among youth to decrease the number of youth detained and incarcerated.



### Impact On Support to Community . . .

- *Bureaucratic processes* – easier community access to government support and greater efficiency of processes to allow the redirection of staff resources to supporting community efforts.
- *Support to community* – strengthened skills and competencies of all of our staff to more effectively support community-based youth initiatives and community capacity.

### Impact On Systems Change . . .

- *Integrated systems* – more integrated systems (i.e., child welfare, juvenile justice, education, health, etc.) of care in order to create a supportive environment that nurtures the “well child”.
- *State policies for youth* – an improved and strong policy agenda for youth.
- *After care programs and alternatives to incarceration* – a focused effort to help youth at the high end of the continuum.

The “OYS Strategic Framework for Positive Change” that follows on the next page summarizes how we believe our goals and actions will result in collective movement and action to realize the above impacts for the youth of Hawai'i.



# OYS Strategic Framework for Positive Change

## Vision

A Hawai'i where youth have abundant opportunities to be safe, healthy, responsible, loved, and supported by their families and communities.

## Mission

To provide support to communities to ensure the right service, for the right child, at the right time, in the right way to enrich and enhance the lives of youth and to deter them from the juvenile justice system.

## Core Strategies

### PLANNING

If we increase coordination and support to planning efforts . . .

### POLICY

If we develop a youth policy agenda in partnership with other public agencies, community-based organizations, and youth themselves . . .

### CAPACITY BUILDING

If we increase our ability to make funding and technical support investments in community-based efforts . . .

## Strategic Goals

**then** increased integration and linkage between multiple planning efforts will help maximize impact and benefits in community.

**then** community voice will be mobilized to affect policy and systems change to better support youth.

**then** public, private, and community assets and resources will be effectively leveraged to strengthen the continuum of support for youth.

## Expected Outcomes

- Gaps filled in the continuum of care.
- Increased responsiveness of the continuum to community priorities and opportunities.
- More strategic leveraging of resources for maximum impact.

- A more integrated system of care across public and private agencies.
- Strengthened community awareness and voice to effectively advocate for a Hawai'i in which our youth can thrive.

- More sustainable strategies for funding support.
- Stronger systems for on-going community capacity building.
- More holistic approaches attuned to community context.

Enriched and enhanced lives of youth while deterring them from the juvenile justice system.

## V. OPPORTUNITIES FOR IMPLEMENTATION

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As with any organization that is crafting new approaches to address longstanding issues, we will face many hurdles as we work to achieve our intended goals and objectives. We believe, however, that the challenges before us can be addressed by the core competencies, strengths, experiences, and “can do” attitude that we possess. This, along with the strong support from our `ohana – a diverse network of state agencies, community based partners, youth services providers, and others – provide the basis for the confidence with which we will act on our strategic focus to advance our vision.



### A. Resource Development

Mobilizing adequate resources is an on-going challenge. This is especially true within State government where there is a broad and diverse range of competing priorities jockeying for resource attention. The following is our three-pronged strategy to address this issue:

1. *Develop a clearer resource investment focus through increased coordination and planning among youth serving agencies and organizations*

We will work to nurture a culture of collaborative problem solving, learning, and strategic thinking among youth serving agencies and organizations. There will also be a focus on developing appropriate systems, processes, and relationships among stakeholders that will support a culture that encourages a more coordinated approach to youth development that is based on a shared overarching vision and framework. This mindset and attitude of cooperative planning among youth serving entities will increase our alignment with each other and maximize the effectiveness, efficiency, and impact of resource investments.

2. *Leverage resources by strengthening community capacity and partnerships*

We will leverage our resources by strengthening the capacity of communities to be full partners with public, private, and other entities involved in bolstering and sustaining the continuum of care for Hawai'i's youth. This will require the strategic redirection of some resources to fund and provide technical support for community capacity building initiatives.

3. *Develop alternative funding strategies and sources*

We will increase our ability to create opportunities and options for alternative streams of funding, including developing joint funding partnerships between state, county, and private funders; leveraging state resources through community-based initiatives; pursuing non-

traditional funding sources (i.e., community building, economic development, asset building, environmental protection, cultural development, and others).

## **B. On-Going Staff Development & Support**

Increased support to staff will be critical to the successful implementation of our plans to affect cooperative planning efforts, coordinate policy development and advocacy, and increase community-based efforts to strengthen the continuum. Our strategy to address this includes:

### **1. *Secure adequate staffing levels***

We will work to build a full staffing complement by filling existing vacancies and advocating for positions that are needed to carry out our mandate and achieve the objectives of our plan.

### **2. *On-going staff development and capacity building***

On-going professional staff development will also be essential to the successful implementation of our plan. This includes providing on-going training and technical support; creating peer coaching and mentoring opportunities; developing cross training between agencies; increasing interaction and coordination between HYCF and PDO staff; and establishing systems and processes that encourage the application of the skills and competencies developed.

### **3. *Improving the contract and monitoring system***

A significant percentage of staff time is currently allocated to contract management and monitoring activities. To allow staff to redirect some of this effort to the implementation of core components of the plan, [a] the contract monitoring function will be “reinvented” into a viable mechanism to assess community issues and deliver technical support to community groups and [b] contracting, reporting, and monitoring procedures and requirements will be streamlined and improved.

*“It is important to have our youth draw a picture of the community they envision or want for themselves so that we can help create that picture with and for them.”*

*OYS Staff Reflections on  
Community-Based Youth  
Development*



# ATTACHMENTS



*Ho`okahi ka `ilau like ana!*

*Wield the paddles together!*

## VI. ATTACHMENT A – ACTION ITEMS

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### Goal I – Planning for the Continuum of Youth Services

Strengthen and sustain the continuum of youth services in Hawai'i by providing effective coordination and support of community-based planning efforts.

### Subgoal A – Coordinated & Collaborative Planning Efforts

Build strategic partnerships and alliances to ensure coordinated, collaborative, and regular planning efforts among government agencies, youth service providers, and community stakeholders, including youth.

**Objective 1 – Develop and deepen processes, relationships, and systems between and among government agencies, community organizations, and youth themselves.**

### Action Items

#### *Coordinate Planning Among State Agencies –*

- Identify and assess opportunities for coordinated and/or collaborative planning efforts with other state agencies.
- Research local and national lessons learned and best practices for intergovernmental partnership strategies for planning.
- Develop, implement, and document the learning from a “pilot” multi-agency planning initiative that results in a multi-agency project (i.e., Title IV-E project to increase federal revenues for juvenile justice services).
- Design and implement process, relationship, and systems improvements in collaboration and partnership with other youth-serving state agencies.

#### *Coordinate Planning With Community –*

- Design and implement a community-based planning process in partnership with key community stakeholders that may include annual community planning forums on each island to identify priority issues and opportunities that OYS can work in concert to address with the community.
- Convene an annual “State of the Continuum of Youth Services”.

#### *Coordinate Planning Between HYCF & PDO –*

- Design and implement deliberate processes, relationships, and systems to affect coordinated, linked, and, when appropriate, joint planning efforts between HYCF and PDO.



**Objective 2 – Increase support for community-based planning efforts that lead to collective action around neighborhood, community, and region specific youth issues.**

### **Action Items**

#### *Catalyze Community Planning & Action –*

- Create and support opportunities for families, community groups, and other stakeholders to collaboratively plan and act on youth issues of relevance and importance to them.
- Convene dialogue among youth development networks (i.e., Keiki Caucus, the Net, Hawai'i Youth Services Network) to affect planning and action around areas of mutual interest and benefit.
- Document and disseminate information on lessons learned and best practices from community planning and action processes.

### **Subgoal B – Sound & Accurate Information Base for Planning**

Ensure community-based planning efforts are founded on sound and accurate information.

**Objective 1 – Increase OYS' capacity to gather, analyze, and disseminate information in a timely and relevant fashion to support community based youth planning efforts.**

### **Action Items**

#### *Plan & Coordinate Information Development & Dissemination With Community –*

- Meet with community stakeholders annually to analyze data and apply information to collaborative planning and problem-solving initiatives.
- Work with community stakeholders to develop systems and relationships for wide dissemination of compiled data to relevant agencies, service providers, and community groups, including development of community profiles, GIS maps, and other means.

#### *Strengthen OYS Systems & Processes for Developing & Disseminating Information –*

- Inventory, assess, and implement actions to improve OYS' existing databases, information systems, and methods to gather and organize relevant youth data.
- Update and expand OYS website to include information and capabilities such as:
  - OYS information (i.e., history, vision, mission, and goals, annual reports, funding programs, technical assistance opportunities, and other resource links);
  - reports, data, and publications; and
  - ability to download statewide, regional, and community data through links.

### *Interagency Systems & Processes for Information Development & Exchange*

- Develop and establish systems and relationships with appropriate agencies for the regular exchange, analysis, and updating of information, data, and research.
- Work in collaboration with relevant partners (i.e., UH Center on the Family) to provide links to all internet sites with relevant youth data.

### *Forums & Conferences*

- Develop an overall strategy and plan for a series of activities that foster and enhance information exchange and development (i.e., conferences, forums, and trainings).

## **Objective 2 – Design and implement an effective evidence-based evaluation framework.**

### **Action Items**

- Develop indicators, outcomes, benchmarks, and process measures to evaluate the overall state of youth welfare.
- Design and implement an effective method and system for the regular analysis of indicator data to assess changes and inform planning.

## **Subgoal C – Support at the High End of the Youth Offender Spectrum**

Strengthen services at the high end of the youth offender spectrum through increased community-based partnership and strategies.

## **Objective 1 – Increase planning efforts with existing and new providers to coordinate community integrated services at the high end of the youth offender spectrum.**

### **Action Items**

- Create a learning community among service providers by involving them (region by region) in building the full continuum of care, including methods to bridge the continuum based on locally effective practices.
- Identify and help address capacity-building needs for program extension, expansion, or transition (i.e., funding resources, management and systems capacity, potential partners, marketing).
- Develop funding partnerships with foundations, other state agencies, and private donors.
- Include community partners and other stakeholders in assessing and evaluating efforts at the high end of the continuum to inform on-going planning and implementation efforts.

**Objective 2 – Improve communication and coordination between large service providers and grassroots community-based groups to assist in tracking youth in the system.**

#### **Action Items**

- Develop a process which facilitates and encourages communication, mentoring, and potential sub-contract relationships between newly-developed community initiatives and established youth development agencies.
- Develop communication, mentoring, and other provider relationship processes into a viable vehicle for OYS to facilitate informed and responsive tracking of youth in the system.
- Assess and identify mechanisms for effectively monitoring the flow of information around areas such as case management, intake, and assessments as youth transition between the support of service providers and other support organizations.

**Objective 3 – Increase opportunities for coordinated and collaborative efforts between PDO and HYCF staff.**

#### **Action Items**

- In partnership with HYCF staff, develop systems, processes, and relationships that establish increased interaction, exchange of information and ideas, and coordinated planning and implementation between HYCF and PDO, especially around youth “re-entry” into the community.
- Identify and develop opportunities for cooperative and collaborative funding, capacity building, and in-service trainings.
- Establish a set of benchmarks to measure the effectiveness of programs for HYCF wards during and following incarceration period.

## Goal II – Advancing a Youth Policy Agenda

Develop and advance a youth policy agenda that ensures a strong comprehensive system of support for youth.

### Subgoal A – Coordinated Support for a Youth Policy Agenda

Ensure that initiatives to develop and advance a youth policy agenda are the result of collaborative and coordinated efforts among public, private, and community stakeholders, including youth.

**Objective 1 – Establish an on-going process for developing and advancing a “youth policy agenda” that effectively involves public and community stakeholders, including youth.**

#### Action Items

##### *Coordinate Interagency & Community Policy Development Process –*

- Identify and assess strategies and lessons learned from other state agencies that have policy development and advocacy initiatives, including the development of briefs and issue papers.
- Design and implement a regular process involving key state department administrators, community stakeholders, youth service providers, and youth themselves to develop an agenda of priority policy changes to strengthen the continuum of youth services.

##### *Coordinate Policy Advocacy & Information Sharing –*

- Involve stakeholders in dialogue around developing priorities for funding research and evaluation that supports the development of policy briefs and reports.
- Work with existing youth policy groups (i.e., Keiki Caucus) to advocate for policy changes that improve outcomes for youth, including:
  - increasing community awareness and understanding of youth policy implications;
  - building relationships with and among community stakeholders to strengthen community voice in youth policy initiatives; and
  - working with Hawai'i Youth Services Network (HYSN) to develop a lay person's guide to youth policies and services.

**Objective 2 – Increase awareness and understanding of youth policy issues among public policy makers and administrators through improved communication and information-sharing methods and strategies.**

### **Action Items**

- Identify and assess existing methods for communication and identify opportunities for improvement.
- Develop and implement improvements to existing communication systems, relationships, and protocols, especially as they relate to state administrators, legislators, relevant legislative committees, county councils, and youth service providers.
- Support (time, resources, information) OYS staff to allow them to effectively engage with key legislators and target groups central to developing and enacting desired legislation.
- As part of an annual “State of the Continuum of Youth Services” event, provide an annual briefing on the youth policy agenda.

**Objective 3 – Strengthen the Juvenile Justice State Advisory Committee (JJSAC) as a vehicle to advocate for desirable policies, programs, and resources.**

### **Action Items**

#### *Planning JJSAC’s Role In Policy Development & Advocacy –*

- Assess and agree on JJSAC’s role in youth policy development, including developing a process to:
  - review JJSAC’s historical and current role;
  - analyze its developing role and impact as compared to other JJSAC’s across the country and lessons learned from their experiences;
  - conduct a self assessment with JJSAC members;
  - involve JJSAC members and key stakeholders in determining the potential and desired role for JJSAC in youth policy development and advocacy;
  - determine the feasibility of implementing that role (i.e., reviewing JJSAC’s federal mandates; assessing the need for legislative action; and so on); and
  - if appropriate, develop and implement strategies and a plan of action.

#### *Increase Interaction Between JJSAC & PDO –*

- Increase opportunities for interaction and information exchange between JJSAC members and PDO staff.
- Review and assess the relationships of JJSAC to other existing and relevant regional bodies to identify strategies and actions to strengthen its partnership with PDO staff in ensuring an efficient and effective continuum of youth services.

## Subgoal B – Information & Research Based Policy Development

Strengthen OYS' capacity to develop and apply a solid base of up-to-date and accurate information and research to develop youth policy.

**Objective 1 – Expand systems to assess and analyze current databases and evaluation models.**

### Action Items

#### *Assess Existing System –*

- Assess OYS' current data-gathering and evaluation process.
- Create a comprehensive strategy to fill gaps in data-gathering networks including researching alternative methodologies employed by other agencies.

#### *Involve the Community –*

- Engage providers and community stakeholders in identifying and implementing methods to reach out to youth and engage them in information sharing and policy development.
- Create and implement a process by which qualitative and quantitative data can be gathered from locally-based providers and community stakeholders to inform policy development.

**Objective 2 – Increase capacity to gather, analyze, and distribute locally and nationally-generated data to inform youth policy development efforts.**

### Action Items

- Design and implement a method which details and documents community and region specific lessons learned and best practices to develop a state wide database.
- Develop a process designed to extract lessons learned and best practices from State and Federal data and information sources.
- In concert with agency and community stakeholders, develop and implement strategies for sharing findings, including conferences and other methods.



## Goal III – Investing Funds & Technical Support in Youth Development

Make strategic investments of funding and technical support in community-based efforts to strengthen and sustain the spectrum of youth services in Hawai'i.

### Subgoal A – Investments Responsive to Community

Provide on-going assessment of priority community concerns and opportunities to ensure that funding and technical support investments are responsive and effectively leverage community assets.

**Objective 1** – Improve systems and methods for collecting and analyzing data and information from service providers and community stakeholders to guide development of funding priorities.

#### Action Items

##### *Assess Community & Regional Trends & Priorities –*

- Develop and update funding priority guidelines by conducting and/or funding regular community and region specific assessments that include:
  - review and analysis of qualitative and quantitative data generated through previous and current RFI and OYS contract-monitoring processes;
  - regular updating and analysis of data and information of community, regional, and statewide trends, opportunities, issues, and gaps; and
  - dialogue with service providers, community stakeholders, and youth themselves to get feedback and validation of analyses and findings from data reviews and research.
- Document lessons learned and best practices to develop and implement improvements to assessment systems, processes, and relationships.

**Objective 2** – Develop OYS' funding and contract monitoring processes and systems as an integral component to its on-going community assessment efforts.

#### Action Items

- Design and implement the development of OYS' funding and contract monitoring processes and systems as an effective vehicle for on-going service gap identification, community impact assessment, technical assistance delivery, and community relationship building, including:
  - reviewing and developing any necessary improvements to existing reporting systems, processes, and requirements;

- developing and implementing support systems and guidelines for e-submissions of contracts and reports; and
- supporting staff as they make the move away from “desktop contract monitoring” by providing training and/or technical support and addressing any issues that arise as shifts are made in time allocations.

## Subgoal B – Alternative Funding Opportunities & Partnerships

Increase alternative funding opportunities and partnerships to maintain the full continuum of care for youth.

**Objective 1 – Leverage OYS’ funding resources through creative joint funding and partnership opportunities.**

### Action Items

- Review, assess, and identify opportunities for near-term joint funding strategies with other state agencies, service providers, and community-based organizations.
- Convene appropriate working stakeholder groups to develop potential ideas for collaborative funding efforts.
- Develop and implement joint-funding initiative and, if necessary, implement it on a pilot scale to assess OYS’ on-going ability to pursue similar projects.

**Objective 2 – Develop a viable and sustainable overall plan for expanding OYS’ funding base through alternative and diverse funding strategies.**

### Action Items

- Design and implement a process involving appropriate stakeholders to develop a deliberate overall plan for expanding and leveraging OYS’ funding base, including:
  - assessing the existing funding landscape to identify potential funding streams that are appropriate for OYS and do not place it in competition with its providers and partners;
  - identifying viable strategies to attract and secure alternative funding through increased collaborative funding efforts, strategic resource partnerships, and staff capacity in the area of developing creative funding and leveraging approaches.

## Subgoal C – Training & Technical Support to Strengthen the Continuum of Youth Services

Develop and implement a comprehensive strategy of training and technical support to increase OYS' capacity and the capacity of youth serving community-based and other partner organizations.

**Objective 1** – Establish an on-going staff development program, including building the capacity of staff to coach and navigate stakeholders through government processes and provide technical support when appropriate.

### Action Items

#### *Individual Development Plans –*

- Provide support to staff as they develop and implement individual professional development plans that are in line with the strategic direction and focus of OYS, including:
  - assessing and improving OYS' current systems, processes, and relationships for staff development support;
  - creating opportunities for peer mentoring and coaching opportunities; and
  - organizing monthly peer training colloquium to address selected topics.

#### *Developing Training Opportunities –*

- Organize staff training in identified priority areas.
- Co-sponsor staff training with other state agencies on topics of mutual interest.

Topical areas identified by staff for potential future training sessions include:

- |   |  |                                 |
|---|--|---------------------------------|
| ▪ Academic policies and procedures for troubled youth | ▪ Transition and re-entry from confinement | ▪ Youth development             |
| ▪ Delinquent behavior                                 | ▪ Diversion                                | ▪ Youth gangs                   |
| ▪ Substance use and abuse                             | ▪ Intermediate sanctions                   | ▪ Relationship violence         |
| ▪ Mental health issues                                | ▪ Risk taking attitudes and behaviors      | ▪ Confinement                   |
| ▪ Absenteeism and truancy                             | ▪ Political advocacy                       | ▪ School dropout                |
| ▪ Prevention and intervention strategies              | ▪ Risk and protective factors              | ▪ Dealing with violent behavior |
|   |  | ▪ Adolescent brain development  |

**Objective 2 – Develop regular opportunities for the exchange of information, ideas, and innovations in youth services delivery.**

### **Action Items**

#### *Research & Data Development Partnerships*

- Identify and capitalize on opportunities to build relationships with other state agencies and researchers developing data and information relevant to OYS.
- Fund specific research projects on topics relevant to strengthening and sustaining the continuum of services.

#### *Data & Information Dissemination*

- Organize and/or partner with agencies and community organizations to develop and implement conferences, workshops, forums, and multi-media communication mechanisms.
- Ensure youth representation and participation in the planning and development for information exchange opportunities.

**Objective 3 – Providing and/or brokering training and technical assistance to increase the capacity of communities, organizations, and local agencies.**

### **Action Items**

- Identify and address technical and internal organizational capacity building needs of youth service providers, including convening working groups of providers and community stakeholders by region to develop and implement strategies for on-going capacity building support.
- Develop and implement a viable strategy for organizing, conducting, brokering, and/or partnering with other agencies to address provider and community training and technical assistance needs.

**Objective 4 – Develop cross-trainings and exchanges between agencies.**

### **Action Items**

- Assess the feasibility of cross-site trainings and exchanges and, if feasible, organize a multi-agency working group to design and implement strategies and mechanisms for cross site communication, training, and information exchange for youth services.
- Develop coaching and peer coaching strategies to support community youth development practitioners to effectively apply innovations to differing contexts.

## VII. ATTACHMENT B – OYS’ ENABLING LEGISLATION

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§352D-6 **Organizational Structure.** The office of youth services shall be composed of such divisions and sections as are deemed necessary by the director to:

- (1) Provide diagnostic evaluation, treatment, and rehabilitation services for all youths referred to services provided by the office or placed in the office's custody by the family court;
- (2) Provide supervision and counseling services for youth in shelter or correctional facilities under the office's jurisdiction, including community-based facilities;
- (3) Provide educational, vocational-educational, and other programs to effectively occupy the time of the youth placed in a facility under the office's jurisdiction which promote the development of self-esteem and useful skills to prepare youths in becoming productive members of the community;
- (4) Provide continuous program planning, development, and coordination of youth services, including the coordination with other government and private social service agencies that work with youths to ensure that a full-range of programs is available and that such programs are consistent with the policy of this chapter and are not unnecessarily duplicative or conflicting;
- (5) Provide prevention services to include a comprehensive intake/assessment and information/referral system throughout the State which shall access services to youth and their families;
- (6) Provide a case management system based on the individual needs of youth which shall provide for in-depth client assessment, appropriate service planning, and client advocacy;
- (7) Provide for the implementation of chapter 352, youth correctional facilities and other needed correctional services, including ensuring that these facilities and services meet the present and future needs of youth under the jurisdiction of the youth correctional facilities;
- (8) Facilitate the development of and, when appropriate, provide for training programs for persons offering services to youth at risk;
- (9) Provide for technical assistance and consultation to providers and potential providers;
- (10) Seek, apply for, and encourage the use of all federal funds for youth services and facilitate the coordination of federal, state, and local policies concerning services for youth;
- (11) Prepare and submit an annual report to the governor and the legislature. This report shall include, but not be limited to, a review of the status of youth services within the State, recommendations for priorities for the development and coordination of youth services; and
- (12) Monitor, evaluate, and audit all grants, subsidies, and purchase of services under chapter 42D which relate to the office of youth services. [L1989, c 375, pt of §1; am L 1990, c 34, §22; am L1991, c 151, §2 and c 335, §12]

*“Community based youth development must be organic.”*

*OYS Staff Reflections on Community-Based Youth Development*



